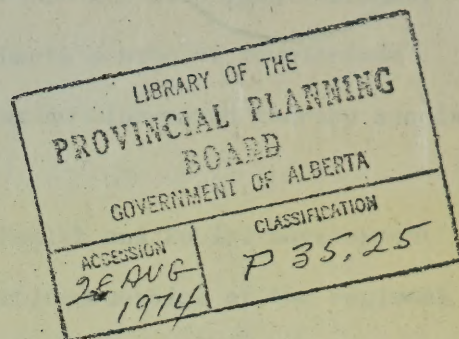


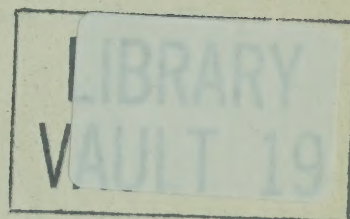


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ALBERTA'S BOUNDARY MAZE:
A MUCH-CONSIDERED UNRESOLVED PROBLEM



SUSAN A. McDANIEL, RESEARCH OFFICER
SHARON DOUGLASS, RESEARCH ASSISTANT
DEPARTMENT OF HEALTH AND SOCIAL
DEVELOPMENT

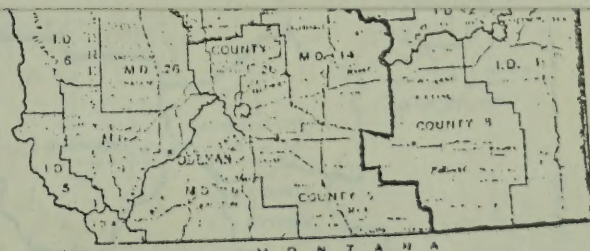
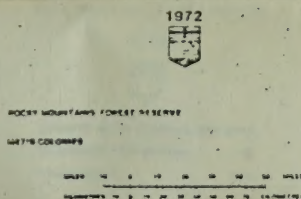
JUNE 1972

DRAFT: NOT TO BE QUOTED WITHOUT PERMISSION OF THE
DIRECTOR OF RESEARCH AND PLANNING, DESD.

COURTESY

DAVE STOLTEE

DEPT. H & S D



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INTRODUCTION

The lack of congruence of Alberta's regional boundaries has always been an impediment to planning, and change. Recently three developments have simultaneously occurred which substantially increased concern about Alberta's maze of boundaries:

- 1) the types of services rendered by the Government have increased thereby accelerating the rate of boundary proliferation;
- 2) two of the largest of Alberta's Departments - Health and Social Development have merged with the intention of providing combined service at the regional and local level;
- 3) the interest in research and statistical analysis has picked up necessitating a means by which to compare and contrast regions, and service delivery within regions;

A recognition of these developments and the importance of their implications was the spur for this report. We had no intention of proposing a solution. The problem is of such importance, however, that we do suggest the establishment of an inter-departmental Task Force to consider it in greater detail. Our hope is that this report could serve as a base for the work of such a Task Force.



SUMMARY:

The first section describes the agencies which have done, or are doing, work directly related to the establishment of coterminous boundaries. This summary could provide a basis on which to establish a Task Force on Coterminous Boundaries. The proposals of the 1953-54 Commission on Coterminous Boundaries and of the Legislative and Lay Committee on Preventive Health Services were never adopted. Nothing resulted from the work done by HRDA in 1968-69 and by the Planning and Program Development Division of Health and Social Development in 1971. The remaining agencies continue their work on the boundary proliferation problem.

The second section is a list of reports relevant to patterns of service usage in Alberta and the establishment of coterminous boundaries. They are reports about all, or various regions of Alberta. These reports are mentioned here because of their possible relevance for rationalizing existent boundaries.

Maps of some of the regional boundaries in Alberta comprise the third section including:

- (1) regional maps for the Department of Health and Social Development and some from other departments.
- (2) list of additional regional maps which have been collected.
- (3) list of maps and overlays which HRDA has drawn up in 1968-69.

The first meeting of the committee was held on the 15th of January 1900.

The committee was composed of the following members:

Mr. J. H. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

Mr. ...

PART I: THE CONCERN WITH BOUNDARIES IN ALBERTA

In response to a request in 1952 by the Alberta School Trustees Association and the Alberta Association of Municipal Districts, the Government appointed a commission comprised of representatives from both associations to formulate a plan for establishing coterminous boundaries on a province-wide basis.¹ The Commission was vested with the following responsibilities:

- (1) to establish coterminous boundaries for school divisions and municipal districts with organized local governments;
- (2) to render boundaries comparable, in so far as possible, to well-defined natural boundaries;
- (3) to determine whether all or any part of existing Improvement Districts or special areas should be included in the coterminous boundaries;
- (4) to recommend a method for the distribution of assets or liabilities of school divisions or municipal districts which were altered.

1

The five members on the Commission were A.W. Morrison, Dr. A.W. Reeves, W.J. Dick, J.M. McKay and J.M. Griffiths.

In the first place, the University of Chicago is a place where the highest quality of education is provided. The faculty is composed of some of the best minds in the world, and the students are equally talented. The University is also a place where the latest research is being conducted, and the students have the opportunity to participate in this research.

- (1) The University of Chicago is a place where the highest quality of education is provided.
- (2) The University of Chicago is a place where the latest research is being conducted.
- (3) The University of Chicago is a place where the students have the opportunity to participate in this research.
- (4) The University of Chicago is a place where the faculty is composed of some of the best minds in the world.
- (5) The University of Chicago is a place where the students are equally talented.

Several factors were studied by the Commission prior to their setting out of a provincial draft plan: nature of terrain; nature of production from the soil; assessments and ability to pay for services required; size of the proposed area for administration from school and municipal points of view; independent consolidated, town and village school districts; school attendance areas; and community factors.

Four reports were published by the Commission in 1953 and 1954. The first¹ and fourth² are in the Provincial Planning Branch Library but the only source of the Second and Third interim reports appears to be the Minister of the Department of Municipal Affairs. Each report covers a distinct geographical area of the province with the total recommended number of coterminous areas being 37 and 9 quasi-coterminous areas. In the first report the commission also set out certain basic principles for the distribution of assets and liabilities. The fourth report includes recommendations to assist municipal and school administration within Alberta in carrying out the recommendations.

The recommendations of this Commission were never adopted.

In his submission to the Legislative and Lay Committee to Study Preventive Health Services in Alberta Dr. E.S.O. Smith proposed nine health regions (Map 1) to replace the existing twenty-four health units (Map 2).³ Unlike the Health Units the proposed health regions include every part of the province. This is important in view of the need for preventive health services in remote areas and the difficulty in providing such services. Dr. Smith pointed out the need for the coordination and integration of preventive health services with hospital and other health services, with welfare services and with special education services in Alberta (p15-p17). As a result of this submission seven recommendations were included in the report of the Special Legislative and Lay Committee⁴ (p.46-47)

Recommendation 101 That the Province of Alberta be divided into nine areas to be known as Health Regions (Map 1)



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Recommendation 102 That a special category of Health Region be instituted for the cities of Edmonton and Calgary which would permit greater autonomy in view of the additional responsibilities of the cities by virtue of heavy population concentrations.

Recommendation 103 That there be a central administration office in each Health Region (Map 1)

Recommendation 104 That Health Regions be divided into functional districts each tributary to a district office. (places given)

Recommendation 105 That existing health unit Boards be replaced by a single Board of Health for each Health Region.

Recommendation 106 That each Health Region be divided into seven wards, each electing a member to the Board of Health from the population at large.

Recommendation 107 That additional representation be given on Boards of Health to professional groups providing health services within the Region.

In 1968-69 the Human Resources Development Authority looked into the establishment of coterminous boundaries. The only records of this work are a copy of the correspondence file from the HRDA office and a series of maps and overlays of regional boundaries. In September 1968, in a letter to all deputy ministers, Mr. J.E. Oberholtzer, HRDA director, listed the following advantages to having coterminous boundaries for as many departments as possible. He felt that coterminous boundaries would:

- (1) Facilitate improved co-ordination of operations among departments at the central and field service levels;
- (2) Permit location of regional headquarter offices in one town in a region for better use of building space and support and clerical personnel;

- (3) Allow for joint use of data and statistics gathered on a regional basis;
- (4) Simplify the relationships with municipal and private agencies and individual citizens in the regions;

The most recent letter in the correspondence file, from HRDA Joint Advisory Committee on coterminous boundaries was dated August 1969 and asked that HRDA, in considering coterminous boundaries, continue to work toward better coordination of government services.

Mr. Spencer Montgomery, now with Moncreiff Montgomery and Associates Limited Management Consultants, was one of the central persons involved with HRDA's work on coterminous boundaries. He is still very interested in the establishment of coterminous boundaries and as more work is done on the subject he would like to discuss further the aspects which he looked into and what he considers to be important sources of information.

In the summer and fall of 1971 members of the Planning and Program Development Division of Health and Social Development were considering the possibility of regionalization within the Department. A number of meetings were held to discuss this matter. In a meeting on July 27, attended by Bruce Rawson, D.W. Rogers, Dr. P.B. Rose, Dr. J.L. Bradley, Dr. W. Watt, L. Prottie and D.M. Stolee, the following were identified as objectives of the process of regionalization:

- a) the better co-ordination of the delivery of health and social development services, and to eliminate overlaps and gaps in services in the area;
- b) the amalgamation of boards and administrative structures, with economy being one of the benefits;
- c) the achievement of a basis for local decision-making and fiscal responsibility;
- d) the establishment of clear provincial and municipal responsibilities.

There were plans for a pilot project area and High Level, Lethbridge and Red Deer were each considered. In a meeting on August 11, 1971, attended by M. Arcand,

D.M. Stoles and J.P. Worsfold, the two persons who had been contacted by the Health and Social Development Department were discussed and a chart was drawn up to give an idea of which areas could be regionally controlled and which areas needed to be administered centrally.

Dr. J.G. Clarkson prepared a paper on regionalization entitled "Organization of Publicly Financed Health and Welfare Programs". Also, a position paper on regionalization, dated August 9, 1971, was written by J.E. Worsfold and circulated to some people within the Department. A letter, commenting on the latter, was received from Dr. J.E. Bradley of the Alberta Hospital Services Commission. Also, letters of reply to a memorandum of August 19, 1971 from M. Arcand, Director of Operation, regarding the regionalization of Health and Social Development Programs were received from:

- R.H. Morrisette, Deputy Director of Public Assistance Branch
- O.M. Melsness, Director of Child Welfare
- J. Nazimek, Director of Maintenance and Recovery Branch.

Mr. Nazimek enclosed a photocopy of a submission on decentralization which he had made on 28 October 1970, proposing that Maintenance and Recovery Districts be established based on District Court Judicial Areas. No action was taken on this proposal.

The establishment of coterminous boundaries is not discussed in the minutes of correspondence. However, several maps and statistics were collected in the process which could be useful for this purpose.

Over the past twenty years, under planning legislation, Alberta has established seven Regional Planning Commissions (Map 3) covering 57.7% of the area of the province and 86.5% of the population. The regions were determined not so much by a formal analysis of the geographic components of Alberta's economy, municipal structure, social patterns, transportation routes, etc., as by the

municipalities themselves indicating where they have common problems with other municipalities and joining the commissions. This is not a solid basis on which to establish coterminous boundaries but does exemplify some aspects of regionalization.

The Task Force on Urbanization and the Future is presently examining the effectiveness of the Regional Planning Commissions and in the pamphlet "The Role of Regional Planning" considers the kinds of regions that have been established in Alberta, the responsibilities of the Regional Planning Commissions, and their opportunities to be effective in terms of these responsibilities.

The studies done by the Regional Planning Commissions give a good description of certain aspects of each area - this could be useful when studying the establishment of coterminous boundaries. These studies include:

1. Alberta Crowsnest Pass Subregional Study . This is done in three parts:

Part I Characteristics, Problems and Proposals

Part II Population and Economy

Part III Regional Development and Urban Renewal

2. Service Centre Study, Oldman River Region . This study is seen as a primary step in the identification of centers of growth in the Oldman River region. Service centers are divided into five categories: cities, greater towns, towns, villages and hamlets. The report outlines functions of typical service centers; trade areas of the service centers; analysis of their location in the representative systems of each city, greater town and town. It is recommended that the study should be updated in the future to determine the stability of relationships found since the method of analysis was primarily a static one.

3. Central Places in the Peace River Region of Alberta, November 1971. A copy of this study was requested in a letter, to Mr. J.B. Gee, Director of the Peace River Regional Planning Commission but was never received.
4. Red Deer Regional Planning Commission Area, Economic Base Study 1969.
5. The Provincial Planning Branch Library, 8th Floor Workmen's Compensation Building has a number of other Regional Planning Commission Studies.

A study of "Community Structures in Alberta" being done by Paul Steimaschuk of HRDA is expected to be completed in December 1973. They are well into the information gathering but feel they have a long way to go before they can say anything about Functional Economic Areas. It is anticipated that this work could be of considerable importance in the possible establishment of coterminous boundaries.

Dr. Horner, Minister of the Alberta Department of Agriculture, is ex-officio chairman of the Task Force on Decentralization. The Task Force started looking at all provincial regional boundaries and for this purpose Mr. Murray Finnerty on behalf of Dr. Horner, sent a memorandum to the deputy minister of each department asking that they submit a copy of each map within their department. Consideration of the establishment of coterminous boundaries could be an offshoot of this reference map study. Mr. Finnerty does not feel that the Task Force will actually establish coterminous boundaries for the entire province. Coterminous boundaries in the Department of Health and Social Development could contribute to the work of the Task Force as Mr. Finnerty expects that each department will eventually be asked to come up with a set of regional boundaries to which a Province-wide group can refer. The initial manuscript of the Task Force on Decentralization is now in preparation.

The Department of Health and Social Welfare in the Province of Quebec has regionalized. However, the applicable section of the report by the Commission of Inquiry on Health and Social Welfare, Part I Development, has not been published in English yet.

The New Brunswick Department of Health and Social Development has also regionalized. Their experience with the first operational step of regionalization - the establishment of coterminous boundaries is well documented in a paper entitled "Overall Organizational Structure" by M.D.T. Associates. It is dated 22 July 1969.

Mr. J.E. Wright, Senior Development Officer, Industrial Development Branch, Department of Industry and Tourism, has expressed an interest in the establishment of coterminous boundaries in Alberta. He is familiar with the State of Oregon where coterminous boundaries for the federal and state regions were established in approximately 1968-69. Information may be obtained from the equivalent in Oregon to Alberta Department of Municipal Affairs: Local Government Relations Division, Executive Department, Public Service Building, Salem, Oregon 97310.

Part II Regional Patterns

The "Research Project: Northern Alberta Municipalities" undertaken by the Provincial Planning Office in 1966 proposed the adjustment of boundaries of Improvement Districts including Municipal Districts in the northern part of the province.

The study area covered 55% of the area of the province. From the outset one of the objectives was to see if it was possible to reduce the present number of IDs and MDs and thus create a smaller number of large units. The following factors were considered: regional economic base, social entity, similarity in land use, present population, past trends and future prospects, settlement, physical features, transportation patterns and trading areas. Reference was made to the reports of the Coterminous Boundary Commission^{1,2}. The recommendations of the study have not been adopted.

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In 1973 the Provincial Planning Branch published three statistical reports on population in Alberta. Population 1 - Trends contains population statistics from the 1951, 1956, 1961, 1966 censuses of Canada for cities, towns, villages, counties, MDs, IDs and Indian Reserves. The percent increase or decrease from 1951 to 1956 and the projected population for 1981 is given. Population 2 - Density lists the population, area and density in 1966 for cities, towns, villages, counties, MDs, IDs and Indian Reserves. Population 3 - Unincorporated Communities provides population statistics for the years 1956, 1961 and 1966 on approximately 1,300 unincorporated settlements in Alberta and lists approximately 600 settlements that no longer exist. It also contains an analysis of the effects of rail line abandonment, farm consolidation and oil exploration on these unincorporated communities.

The D12 Plan "An Outline for Rural Development in Alberta's Census Division 12" covers the St. Paul, Ponnyville, Lac La Biche and Smoky Lake Area. It is an inventory of the resources of the area and assessment of the present and potential uses of these resources and makes recommendations for socio-economic development. This report pertains to only a section of Alberta which has been considered as one region rather than broken down into subdivisions. It would be most valuable if the whole area were being considered as one, or part of one, region.

The B-15 Plan¹³ for census division 15, the Peace River Area, was published by HRDA in 1969. Other reports of this area are "Population Characteristics of Alberta's CD 15"¹⁴ and "Industry and Resources in Alberta's CD 15"¹⁵. Like the B-12 plan these studies consider CD 15 as a single region.

Accessibility by road is an important aspect in the location of a regional center.

In 1966-67 a study was done on the secondary rural road system in Alberta. There were nineteen study areas which were composed of one or more municipal districts and improvement districts. The Department of Highways published a summary of these reports.

17

The Department of Municipal Affairs annual reports have statistical data from financial statements of each city, town, village, county and municipal district and from department records regarding improvement districts and special areas. It lists revenue and expenditure for public utilities, hospitals, libraries and airports which may be taken as an indicator of the degree to which the city, municipality, etc. is interested in supporting its service and of the quality of service.

The Industrial Development Branch of the Department of Industry and Tourism has recently set up five regions (Map 4) based upon census divisions, transportation patterns, population and economic units. However, there is no written record of the study made or the basis for the particular regions chosen.

The Alberta Housing Corporation is just completing a study "One Alternative for Growth in the Edmonton Region" with the study area being a ninety-mile radius of Edmonton. The economic base and potential growth of seven towns in the area is being looked at. These towns turned out to have a population of 2500 + but were chosen in an origin-destination survey as those towns not having a significant number of work trips to Edmonton. A similar study is being done for the Calgary area.

Other suggested sources of relevant information include:

- (1) "An Analysis of the Alberta Settlement Pattern For 1961 and 1966 by Nearest Neighbour Analysis" Geographica Annaler 52B 1970 (p.124-130) H.G. Kariel
- (2) "Population Change and the Decline of Alberta Towns" (to be published very soon) University of Alberta Department of Geography H.B. Proudfoot.

- (3) The following are available from Human Resources Research Council, Research and Planning Division.
- (4) Rural Development Research Branch; "Resources for Rural Development in Census Division 14, Province of Alberta", Economics Division, Alberta Department of Agriculture July 1966
- (5) Rural Development Research Branch; "Population Characteristics, Alberta Census Division 12", Economics Division, Alberta Department of Agriculture July 1966
- (6) Rural Development Research Branch; "An Analysis of Resources in the Lesser Slave Lake Area", Economic Division, Alberta Department of Agriculture.
- (7) Begain, J.F.; "Industry and Resources, Alberta Census Division 12", Rural Development Research Branch, Economic Division, Alberta Department of Agriculture April 1967.
- (8) Mansell, R.L.; "A Socio-economic Survey of Isolated Areas in Northern Alberta", Research and Planning Division, H.R.D.A., 1970
- (9) "Alberta Secondary Rural Roads: Papers Presented at the Northern Alberta Rural Road Seminar" Underwood, McLellan and Associates Limited, September 1968.
- (10) "Migration to Small Alberta Towns" Human Resources Research Council, Glenda Lamont. The study used a sample of Alberta towns but to be useful in terms of patterns of service usage it should include all towns of a particular size. Two other studies done at Human Resources Research Council, both by S.E. Drugge and W.D. Gainer were considered: "Determinants of the Location of New Manufacturing Industries in the Province of Alberta" and "The Growth of the Service Industries in the Province of Alberta and their Relationship to the Sustenance and Development of Related Human Resources". Both of these were rejected because they do not discuss about specific places in Alberta.

Research and Planning Division.

- (4) Rural Development Research Branch; "Resources for Rural Development in Census Division 14, Province of Alberta", Economics Division, Alberta Department of Agriculture July 1966
 - (5) Rural Development Research Branch; "Population Characteristics, Alberta Census Division 12", Economics Division, Alberta Department of Agriculture July 1966
 - (6) Rural Development Research Branch; "An Analysis of Resources in the Lesser Slave Lake Area", Economic Division, Alberta Department of Agriculture.
 - (7) Begain, G.F.; "Industry and Resources, Alberta Census Division 12", Rural Development Research Branch, Economic Division, Alberta Department of Agriculture April 1967.
 - (8) Mansell, R.L.; "A Socio-economic Survey of Isolated Areas in Northern Alberta", Research and Planning Division, H.R.D.A., 1970
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Dr. Schrag, in the report of the "Joint Commission on Mental Health - Proposed Program of Care, Training, Education and Advancement of the Mentally Retarded" (17, page 17) talks about the extent of participation of local agencies in the care and treatment of the mentally retarded. It is recognized that local agencies and organizations should be involved as much as possible. Although it might, in part, serve to resolve the existing conflict between local agencies and Provincial programs regionalization was not considered as a solution.

REGIONAL MAPS FOR DEPARTMENT OF HEALTH AND
SOCIAL DEVELOPMENT AND RELATED DEPARTMENTS

1. HOUSING HOME AND AUXILIARY HOSPITAL DISTRICTS
2. GENERAL HOSPITAL DISTRICTS
3. SENIOR CITIZENS FOUNDATIONS
4. DISTRICT YOUTH REPRESENTATIVES
5. RECREATION CONSULTANT AREAS
6. ELECTORAL DISTRICTS
7. CENSUS DIVISIONS
8. SOCIAL DEVELOPMENT REGIONS
9. HEALTH UNIT BOUNDARIES
10. PREVENTIVE SOCIAL SERVICES REGIONS
11. GUIDANCE CLINIC BOUNDARIES
12. SCHOOL DIVISION BOUNDARIES
13. JUDICIAL DISTRICT BOUNDARIES
14. REGIONAL PLANNING COMMISSIONS
15. MUNICIPAL BOUNDARIES

ADMINISTRATIVE DIVISIONS

1. DISTRICT ENGINEERS BOUNDARIES
2. WATER RESOURCES DIVISIONS
3. CANADA MANPOWER LOCAL OFFICE BOUNDARIES
4. AGRICULTURE REGIONAL BOUNDARIES
5. ECONOMIC REGIONS - DEFENSE PRODUCTION DEPARTMENT
6. RURAL ROAD STUDY AREAS
7. PROVINCIAL TRAVEL ZONES
8. DRAINAGE DISTRICT AND IRRIGATION LAYOUT
9. ASSESSMENT DISTRICTS
10. PARKS DIVISIONS
11. FOREST DISTRICT BOUNDARIES
12. PUBLIC WORKS MAINTENANCE BOUNDARIES
13. FISH AND WILDLIFE BOUNDARIES

LIST OF BOUNDARIES
AND DIVISIONS

1. REGIONAL PLANNING BOUNDARIES
2. DISTRICT ENGINEERS BOUNDARIES
3. PUBLIC WELFARE BOUNDARIES
4. WATER RESOURCES DIVISIONS
5. LOCAL OFFICE BOUNDARIES
6. AGRICULTURE REGIONAL DIVISIONS
7. ECONOMIC REGION DEFINITIONS
8. D.D.P. ECONOMIC REGION DEFINITIONS
9. CENSUS DIVISION BOUNDARIES
10. RURAL ROAD STUDY AREAS
11. PROVINCIAL TRAVEL ZONES
12. SCHOOL DIVISION BOUNDARIES
13. DRAINAGE DISTRICT IRRIGATION LAYOUT
14. JUDICIAL DISTRICTS
15. ELECTORAL DISTRICTS
16. PARKS DIVISION
17. FOREST DISTRICT BOUNDARIES
18. PUBLIC WORKS MAINTENANCE BOUNDARIES
19. FISH AND WILDLIFE REGIONAL BOUNDARIES

REFERENCES:

1. Interim Report of the Coterminous Boundary Commission 1953
2. Consolidated Report of the Coterminous Boundary Commission-Fourth and Final Report of the Commission 1956
3. "Submission to the Legislative and Lay Committee to Study Preventive Health Services in Alberta" By H.S.O. Smith, Jan. 1966
4. "Report of the Special Legislative and Lay Committee Inquiring into Preventive Health Services in the Province of Alberta". George H. Ball March 1967
5. "The Role of Regional Planning" The Task Force on Urbanization and the Future, November 1971
6. "Alberta Crowsnest Pass Subregional Study" prepared by Oldman River Regional Planning Commission June 1970
7. Service Centre Study Oldman River Region by Oldman River Regional Planning Commission, December 1970
8. "Research Project Northern Alberta Municipalities" prepared by Research Division, Provincial Planning Office, Department of Municipal Affairs, September 1968
9. "Population 1 Trends" Research Division Provincial Planning Branch, Department of Municipal Affairs 1967
10. "Population 2 Density" Research Division Provincial Planning Branch, Department of Municipal Affairs 1967
11. "Population 3 Unincorporated Communities" Provincial Planning Branch, Department of Municipal Affairs May 1970.
12. The B-12 Plan "An Outline for Rural Development in Alberta's Census Division 12" Department of Agriculture, Rural Development Section, Farm Economics Branch December 1-63
13. "Alberta Census Division 15 - An Outline for Rural Development" Human Resources Development Authority 1969

12. "Territorial Communication, Alberta Census Division 14", Rural Development Research Branch, Economics Division, Alberta Department of Agriculture, Edmonton 1968
13. "Industry and Resources, Alberta's Census Division 15", Rural Development Research Branch, Economics Division, Alberta Department of Agriculture Edmonton 1968
14. "Alberta Secondary Rural Road System; Summary and Recommendations of all Previous Reports" Alberta Department of Highways, February 1968
15. The Task Force on Mental Retardation, Dr. A.R. Schnag, September 1970

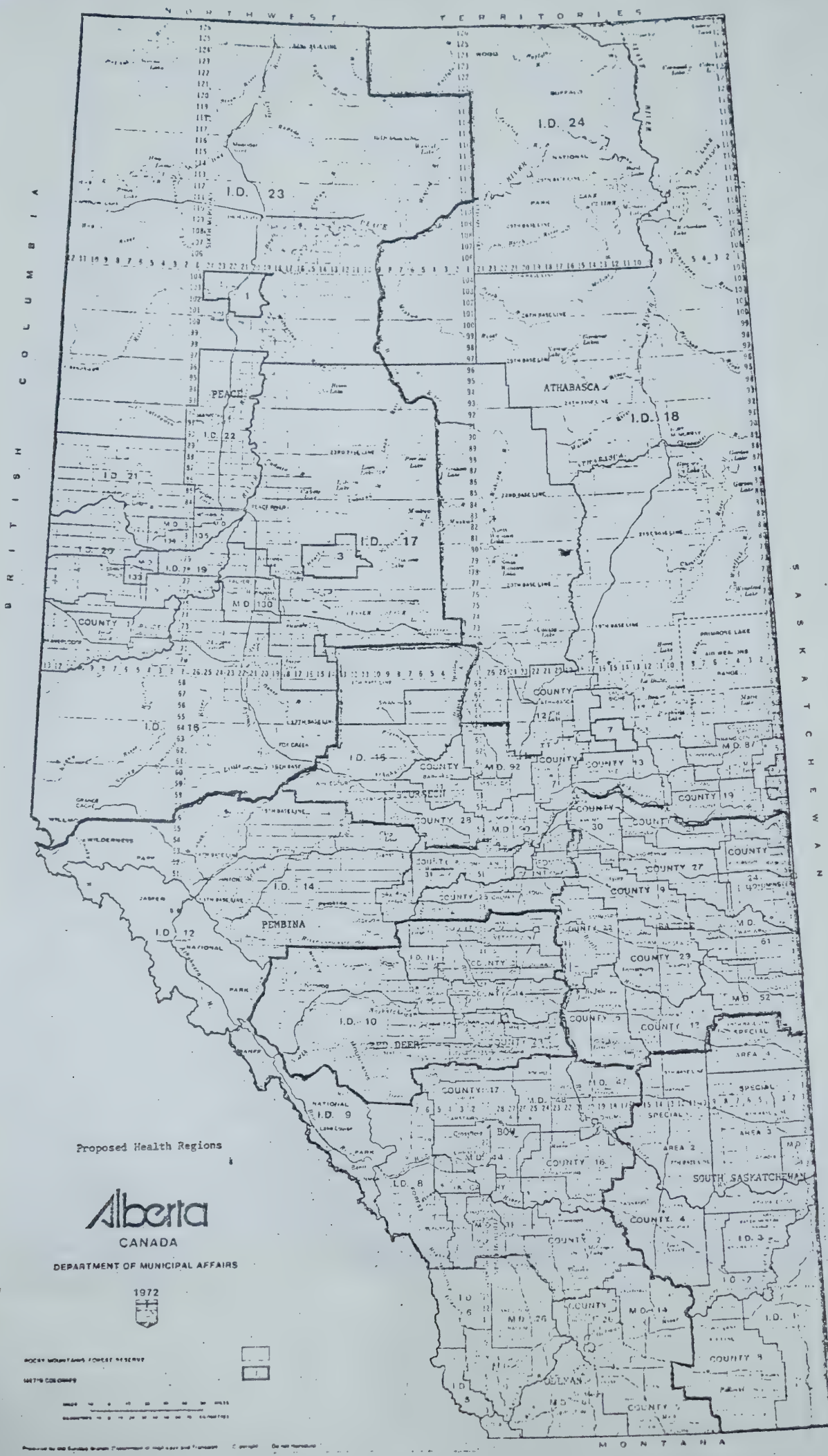
APPENDIX

Map 1 - Proposed Health Regions

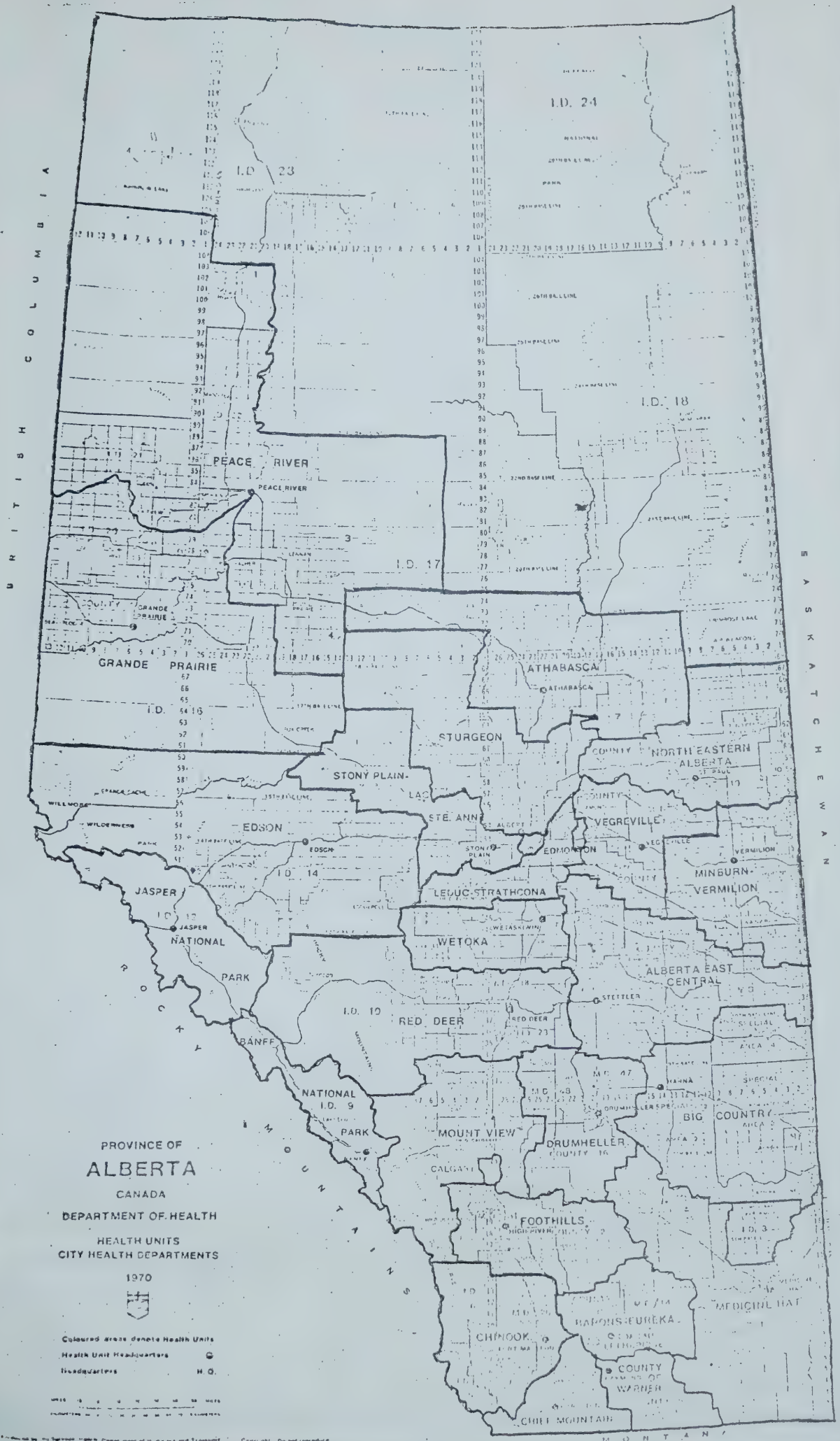
Map 2 - Existing Health Regions

Map 3 - Regional Planning Commissions

Map 4 - Industry and Tourism Regions



MAP 2.



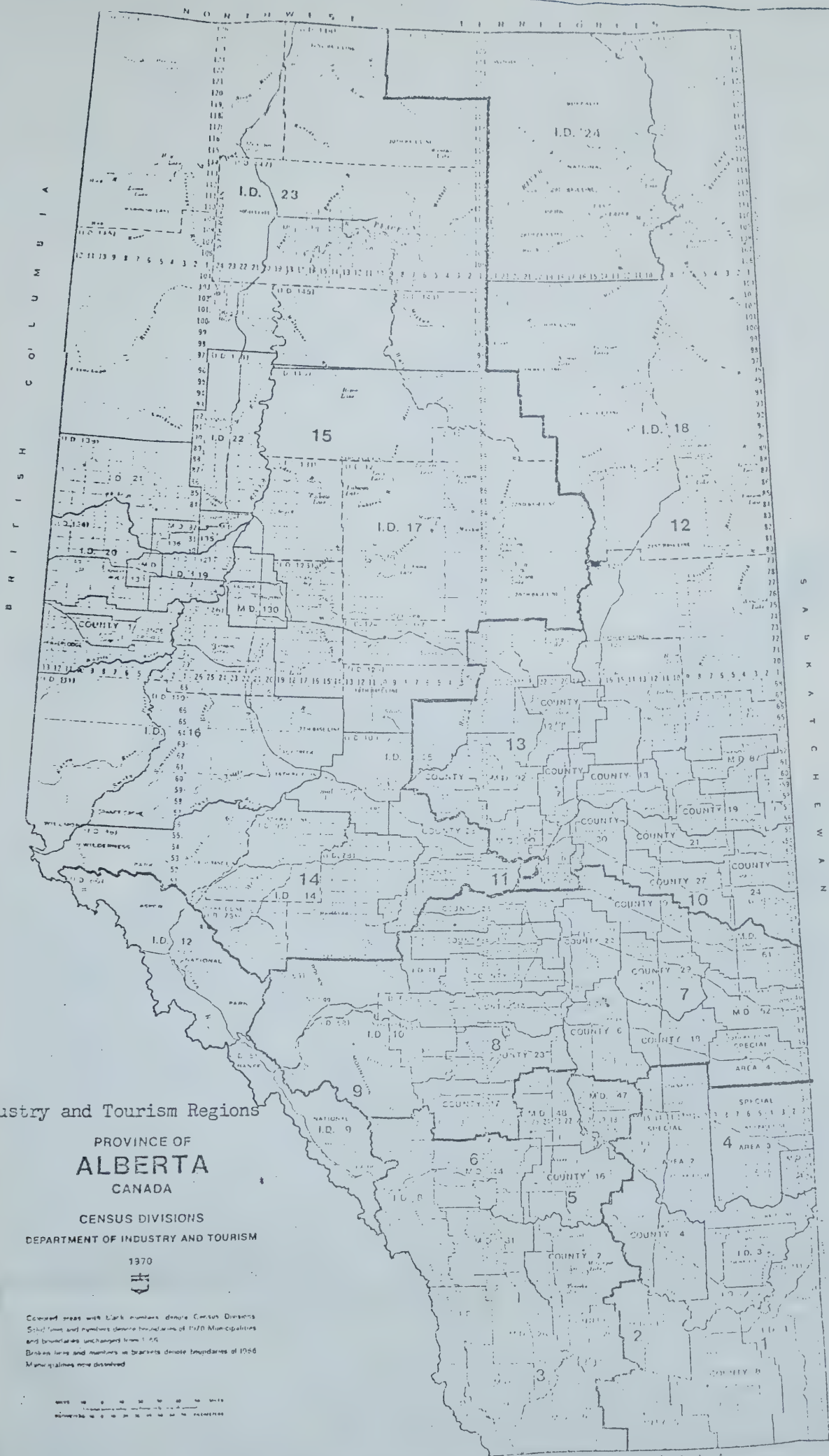
PROVINCE OF
ALBERTA
CANADA
DEPARTMENT OF HEALTH
HEALTH UNITS
CITY HEALTH DEPARTMENTS

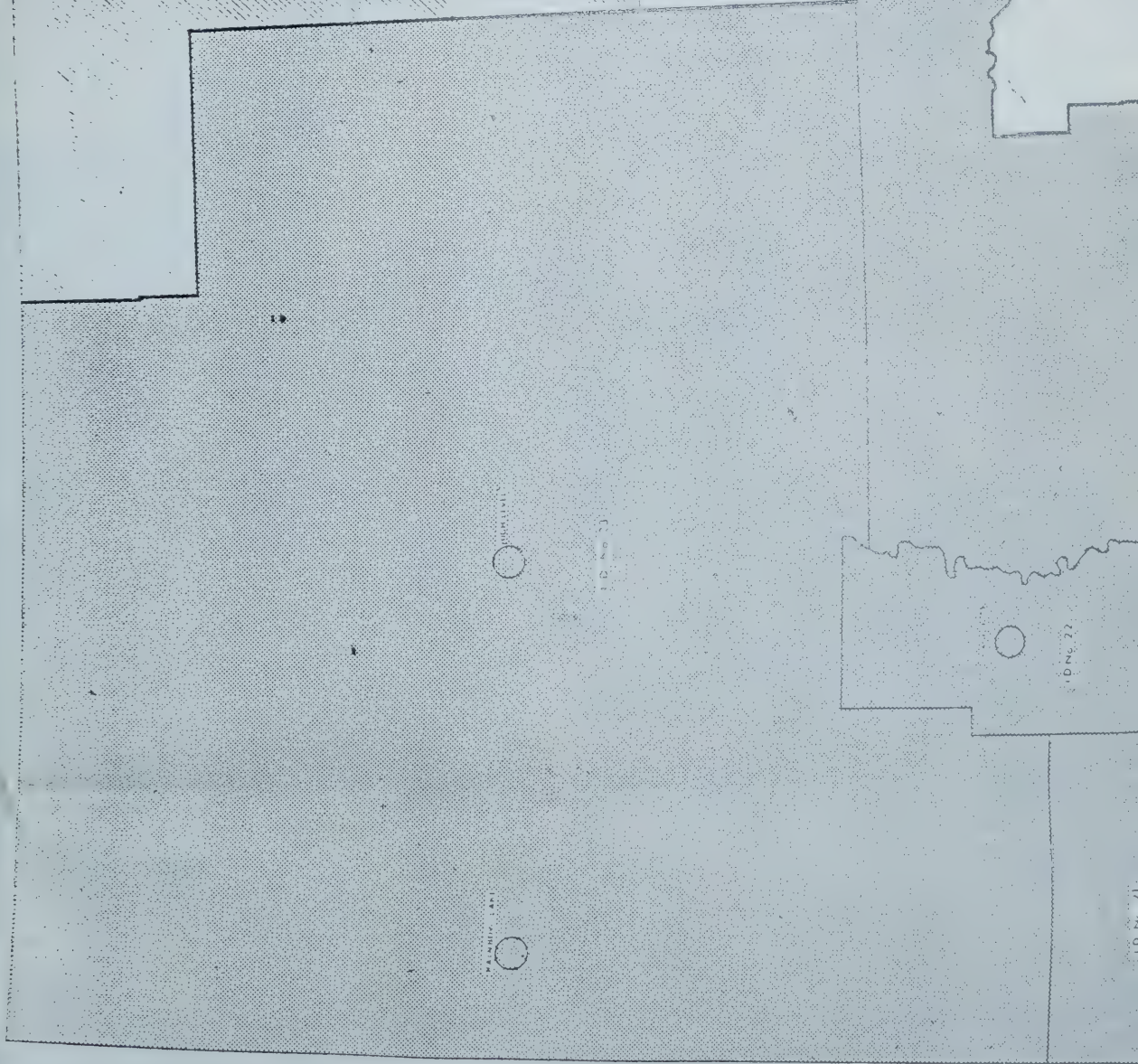
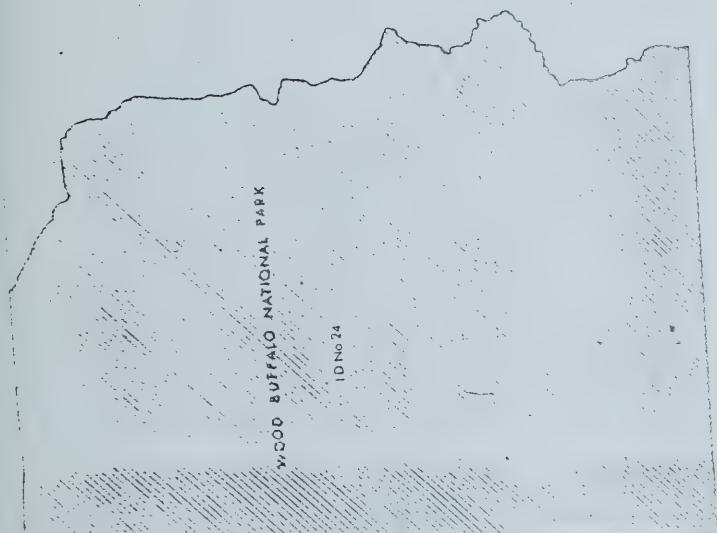
1970



Coloured areas denote Health Units
Health Unit Headquarters ●
Headquarters H.O.

Scale: 0 10 20 30 40 50 60 70 80 90 100 Miles
0 16 32 48 64 80 96 112 128 144 160 Kilometers





ID No 15



I.D. No. 18



1001 M. W. SPAY

I.D. No. 17

SLAVE LANE

SWAN HILLS

I.D. No. 15

FOR FURNISHING

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CTY No 13

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PROVINCE OF
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CANADA



PROVINCIAL PLANNING BOARD

BANFF NATIONAL PARK

JASPER NATIONAL PARK



